



OFFICE OF THE SECRETARY OF DEFENSE
WASHINGTON, D. C. 20301

8 April 1976

MEMORANDUM FOR WALLACE D. HENDERSON, DIRECTOR, INDICATIONS AND WARNING

SUBJECT: TRW Pilot Crisis Management Interview Program

Reference your 22 March memorandum, subject as above. I have reviewed the document, and must confess that--in its present form--I do not find it very useful as a continuing effort.

As an anthropologist cum military officer, I have had some experience in interviewing as well as analysis. The interview data, if presented in verbatim form, would have been quite interesting. But, the format and approach chosen by TRW analysts to identify potential improvements in crisis management support lends a spurious air of "statistical rigor" (together with a striking bulk) which more than anything else obscures the message that might have been obtained from this relatively small sample of senior individuals. It strikes me that a sensitive interviewer (aware of the nature of the problem) could communicate the results far more concisely, effectively and usefully than the present approach.

Careful reading made me wonder "what is the punch line" and where are the "potential improvements" to be found? I cannot recommend continuing the effort along the present lines of presentation. Possibly a different approach, based upon an expanded number of interviews, could bring more applicable results.

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OSD REVIEW COMPLETED
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